

# TRANS FORM ATION

ANNUAL REPORT 2018-2019



**WORKFORCE**  
DEVELOPMENT COUNCIL  
OF SEATTLE - KING COUNTY

# TRANSFORMING THE DIALOGUE

The time for bold change is now.

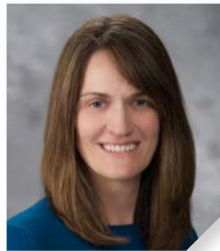
As unemployment remains low and average income rises in Seattle-King County, some may question the need for change. But economic inequality towers higher than the cranes dotting the skyline of downtown Seattle, and tragically, those disparities are felt most strongly by communities of color, who bore the brunt of the Great Recession and have seen access to opportunities fail to materialize in the aftermath.

We say it again: the time for bold change is now. Our role as an opportunity generator is to refuse to make excuses—where there are gaps in our approach, we must change the approach. No assumption should be left unexamined.

Transformation is by definition a work in progress. You will see that reflected on these pages, where we have outlined our priorities for identifying and addressing inequities in the workforce system, and for forming a new strategy to harness local business leadership.

All of the work—past, present, and future—is made possible thanks to vital partnerships in the community: service providers, industry leaders, government, labor, and other workforce stakeholders who serve tirelessly to create a more just and prosperous economy.

Thank you for your patience and dedication.



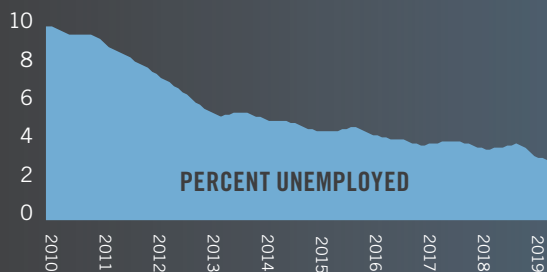
Kristen Fox  
*Board Chair*



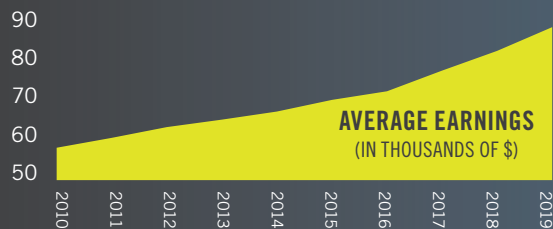
Marie Kurose  
*Chief Executive Officer*

# REGIONAL ECONOMIC GROWTH

*Over the last decade in King County*



+ **24%**  
NUMBER OF  
PEOPLE WITH  
JOBS



+ **13%**  
NUMBER OF  
BUSINESSES

## ABOUT US

The Workforce Development Council of Seattle-King County is a nonprofit workforce grant-making organization dedicated to increasing equity and prosperity in our community by developing, supporting, and investing in holistic, demand-driven training and education programs.

We are led by a majority private sector board representing industry, labor, education, government, and community-based organizations. We are proud to serve as stewards of public and private workforce funding, ensuring investments deliver high-impact results and follow transparent processes.

*At right: "Transformation" - the Alaskan Way Viaduct morphing into a new waterfront (also in the immediate vicinity of our Seattle office).*



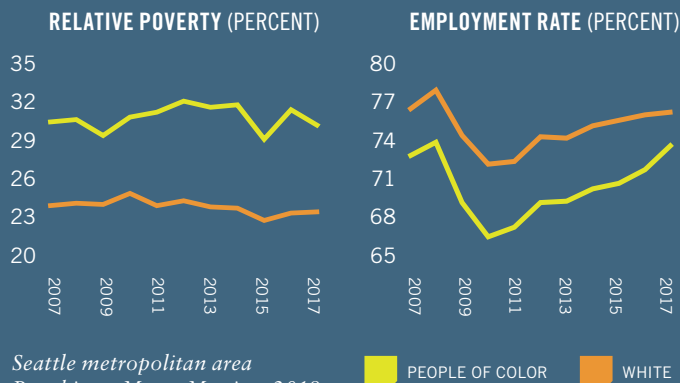
# HOW DO WE BUILD A SYSTEM FOR ALL?

## RACIAL EQUITY IS AN ECONOMIC & MORAL IMPERATIVE

Plenty of middle-skill job opportunities exist in the economy, and are predicted to continue into the future, but access to education and training is lacking, especially for Black, Latinx, Native American, and certain Asian populations.

There is a historic legacy of systemic racism that inflicts harm in every aspect of society, and in addition to the moral imperative, addressing this inequity is necessary for building the talent needed for the economy of the present and future.

## FROM 2007-2017, A LACK OF PROGRESS ON RACIAL EQUITY



## GOALS FOR A MORE EQUITABLE FUTURE

- Determine quantitative and qualitative equity metrics and begin measuring progress across programs, partnerships, and regional workforce development efforts
- Disaggregate available data by demographic, including program data, out-of-work data, and community assessment data
- Use qualitative analysis of community and participant feedback to identify gaps in the data
- Develop specific strategies for populations farthest from opportunity, with a focus on addressing service delivery and access gaps
- Ensure leaders of color are involved at every level
- Work with employers on equitable hiring practices
- Ensure partners practice cultural competency and use as a driving factor for selecting new partners

## BUILDING RACIAL EQUITY INTO THE FRAMEWORK

In the past year, the Workforce Development Council of Seattle-King County has established two new committees within its board: the **Racial Equity Committee** and the **Community Advisory Committee**. These committees create intentional space for leaders of color and program participants to advise every aspect of workforce programs, partnerships, and strategy.

## ORIGINS IN A COMMUNITY-LED PROCESS

The equity strategy will continue to include community input from leaders of color across community-based organizations and nonprofits, education, government, and business.



Above: Participants in community input session on racial equity.

# WHERE ARE GAPS VISIBLE?

NORTH SEATTLE COLLEGE

REDMOND

DOWNTOWN SEATTLE

RAINIER

SOUTH SEATTLE COLLEGE

TUKWILA

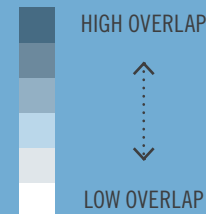
AUBURN

## MEETING COMMUNITY IN PLACE

As we transform our strategy to address inequities within our system, we must validate these measures with local data, develop better measures when necessary, and organize our system to serve the greatest need.

## OVERLAP BETWEEN POPULATIONS OF COLOR & PEOPLE LIVING IN POVERTY

*By Census Tract*



*United States Census American Community Survey 2013 - 2017  
King County Open GIS Data*

## WORKSOURCE SEATTLE-KING COUNTY SYSTEM

WORKSOURCE CENTER

All employment and training services available on site

WORKSOURCE AFFILIATE

Most employment and training services available on site

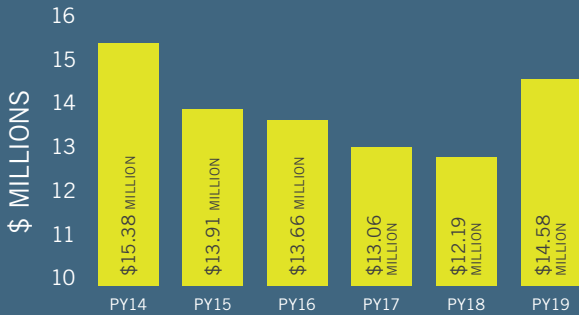
WORKSOURCE CONNECTION SITE

Electronic connections to most employment and training services

# HOW CAN FUNDING BE FLEXIBLE?

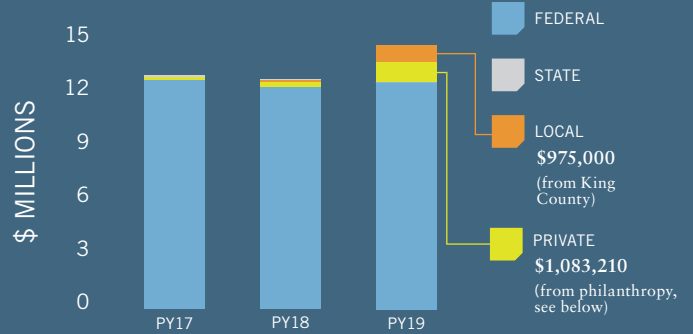
## OUR TOTAL FUNDING

*In the past six program years*



## FUNDING COMPOSITION

*In the past three program years*



# HOW CAN WE PARTNER MORE WITH PHILANTHROPY?

**\$1.1**  
**MILLION**  
*in new funding*

### Early Success: SEATTLE-KING WORKFORCE FUNDERS COLLABORATIVE

- In the past year, a quarterly forum has been created for philanthropic partners to collaborate on workforce priorities and coordinate funding with public resources.
- Funders lead the organization, and the Workforce Development Council of Seattle-King County provides context and resources for strategy and implementation.
- The funders collaborative is one local part of a national network supported by the National Fund for Workforce Solutions, which focuses on creating more opportunities for low-wage workers to develop skills, obtain industry-supported credentials, and advance in careers that pay family-sustaining wages.

*Thanks to investment from our partners...*



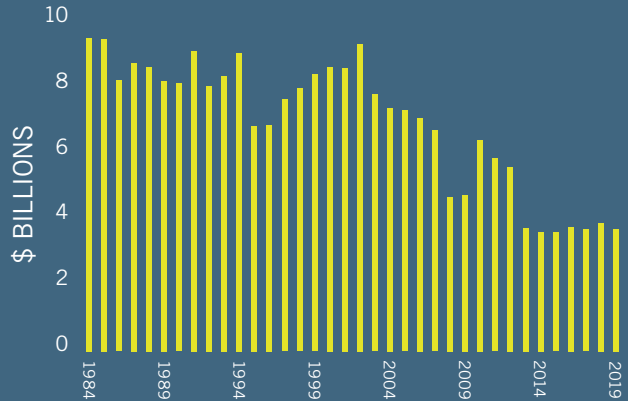
# DECLINE IN FEDERAL FUNDING

Since 1935, when the Works Progress Administration spent \$24 billion (in today's dollars) at the height of the Great Depression, federal workforce funding has been on a gradual but steady decline. Since 1984, the reduction has been nearly 50 percent.

Decades of economic racism have compounded with rapid technological change, with opportunities and risks for both job seekers and businesses. We cannot afford to wait for the federal government to catch up to the magnitude of the challenge.

We can work together with industry and the community to redefine our approach and serve populations that have fallen through resource gaps.

Since 1984, adjusted for inflation



## HOW DOES PUBLIC MONEY GET HERE?



### FEDERAL

CONGRESS + PRESIDENT  
PASSED THE WORKFORCE INNOVATION  
& OPPORTUNITY ACT (2014)

The *Workforce Innovation & Opportunity Act* makes national workforce funding available and imposes broad criteria on eligibility and allowable costs, but leaves program implementation to state and local entities.



### STATE

GOVERNOR + EMPLOYMENT  
SECURITY DEPARTMENT  
DESIGNATES LOCAL WORKFORCE  
DEVELOPMENT BOARDS

The State of Washington's *Workforce Training & Education Coordinating Board* serves as a convener of state, regional, and local partners, and ESD distributes funding across twelve regional areas.



### LOCAL

KING COUNTY + CITY OF  
SEATTLE  
DESIGNATES RECIPIENT OF  
WIOA FUNDING

The *Local Workforce Development Board* aligns and coordinates workforce funding across employment, training, and education programs to promote economic growth.

# HOW CAN INDUSTRY BE A LEADER?

Achieving racial equity requires industry to play a central role, driving workforce development that breaks down systems barriers from education and training programs to hiring, retention, and career advancement.

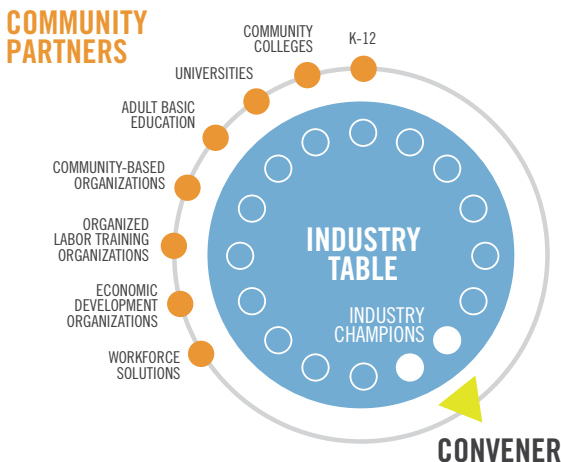
This is why in early 2018 the regional workforce strategy group put forth a recommendation for shared industry tables based on a nationally recognized sector partnership model: **Next Generation Sector Partnerships**.

## A NEXT GENERATION MODEL TO STRENGTHEN THE REGIONAL ECONOMY THROUGH INDUSTRY-LED PARTNERSHIP

**Next Generation Sector Partnerships** is a national model that puts competing industry leadership at the same table to advance solutions that benefit the entire industry. Community partners—including workforce agencies—are ready to jump in when their expertise is required.

The model is based on two principles:

- 1) Industries create and drive a shared agenda.
- 2) Support organizations are intensely integrated into ongoing conversations.



Learn more at [nextgensectorpartnerships.com](http://nextgensectorpartnerships.com)

## *Early Success:* HEALTHCARE INDUSTRY LEADERSHIP TABLE

[seakinghilt.com](http://seakinghilt.com)

In May of 2018, executives from seven healthcare organizations launched the **Seattle-King County Healthcare Industry Leadership Table (HILT)**. In the past year and a half, 60 healthcare organizations have participated in the group's shared priority areas, including talent pipeline and recruitment, internal training and advancement, and affordable workforce housing.

Two achievements of the Seattle-King County HILT include:

- 1) Over 450 students attended a "Chart Your Path to a Healthcare Career" event with two dozen healthcare organizations, over 60 healthcare professionals in top critical occupations, and a dozen education institutions.
- 2) Beta-tested *Map Your Career* inside healthcare organizations to identify best practices for internal worker advancement, sparking an ongoing conversation and shared planning between smaller healthcare providers around medical assistance apprenticeships.

The Workforce Development Council of Seattle-King County is playing a key role in forming a regional cross-system approach to industry engagement.



Above: Students participating in a HILT-sponsored career event



## EDUCATIONAL RESOURCE

*“Where do you want to be in ten years?”*

# MAP YOUR CAREER



[mapyourcareer.org](http://mapyourcareer.org)

Map Your Career brings together labor market data with research around career pathways—both in the education system and within industries—in order to represent job opportunities in Seattle-King County in a visual format.






## GET AN OVERVIEW OF **IN-DEMAND INDUSTRIES**

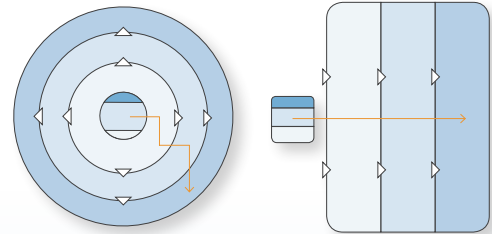
Industries were identified by their potential for career opportunity over the next 10 years. Job data is placed in the context of population demographics to provide an overview of regional opportunity.

## DISCOVER YOUR **WORK VALUES**

Help frame career planning in the context of personal work values, in an open-ended exercise without right or wrong answers.

Map Your Career is used in the community by in-school and out-of-school education and workforce partners. Feedback and industry intelligence from a diverse range of business, people, and partners informed the redesign and outreach strategy.

-  **UNDERSTAND** LABOR MARKET DATA
-  **DISCOVER** CAREER PATHWAYS
-  **GET TO WORK**



## EXPLORE **CAREER MAPS**

The career maps in Map Your Career are designed to show a layered approach to career pathways driven by education and experience, but without creating a false impression of strict, linear progression.

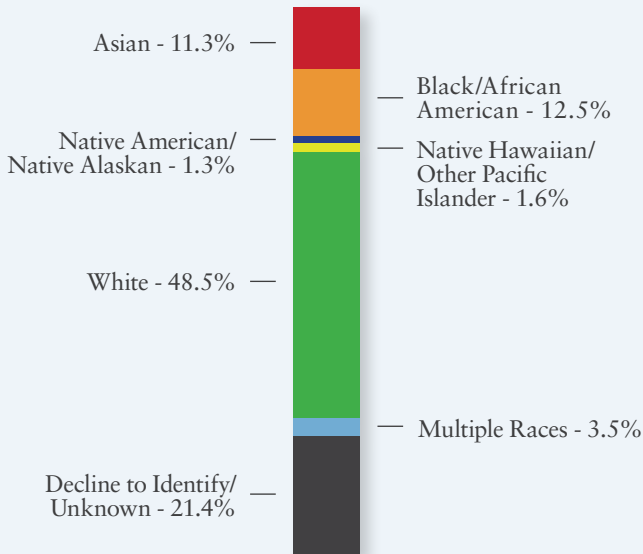


# JOB SEEKERS

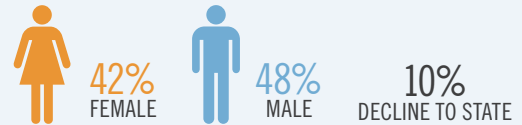
IMPACT OVERVIEW — JULY 1, 2018 - JUNE 30, 2019

## 41,610 PEOPLE SERVED

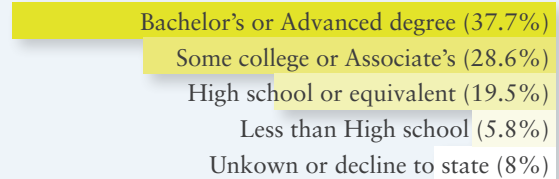
WORKSOURCE CENTER & AFFILIATE CUSTOMERS BY RACE



WORKSOURCE CENTER & AFFILIATE CUSTOMERS BY GENDER



WORKSOURCE CENTER & AFFILIATE CUSTOMERS BY EDUCATION



### WORKSOURCE CONNECTION SITES

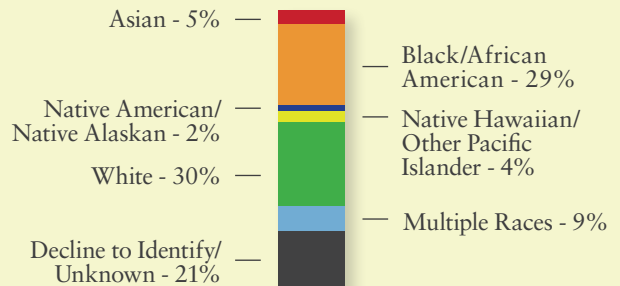
**38** sites      **15,000** served (approximate)

**5,370** attendees of **700+** employment/education related workshops on-site

**1,100+** direct referrals to WorkSource Seattle-King County Centers and Affiliate sites

**2,973** youth served  
(ages 16-24)

YOUTH CUSTOMERS BY RACE

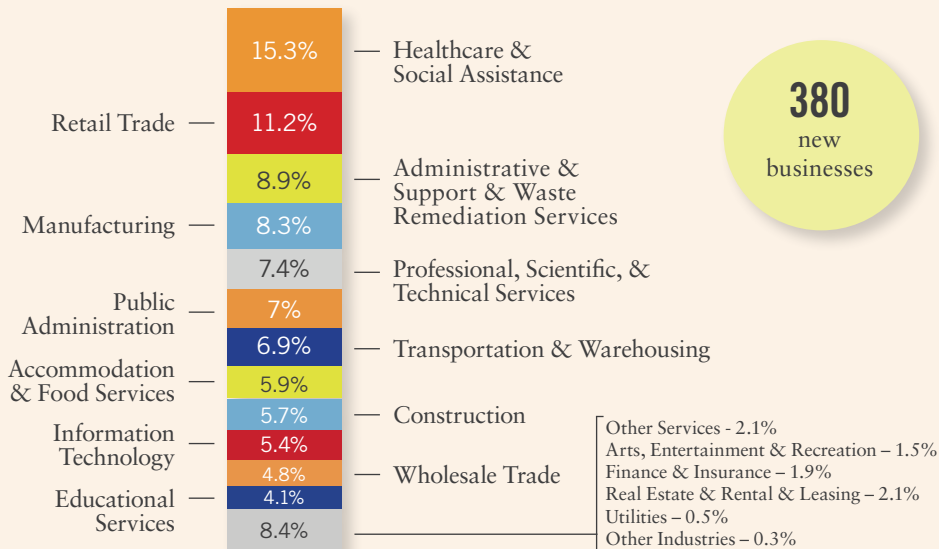


# BUSINESSES

BUSINESS SERVICES — JULY 1, 2018 - JUNE 30, 2019

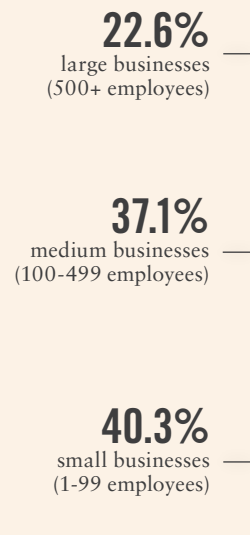
## 1,203 BUSINESSES ENGAGED

BUSINESS BY INDUSTRY SECTOR



**380**  
new  
businesses

BUSINESS BY SIZE



## BUSINESS EVENTS

**129** events

**23** youth-focused events

### TYPES OF EVENTS

- Job fairs
- Hiring & recruitment events
- Employer panels
- Community outreach
- Convenings and roundtables
- Career talks

### Event Spotlight: YOUTH EMPLOYMENT, EDUCATION & CAREER FAIR

February 20, 2019

**282** youth in attendance

**54** hired after the event

THANKS TO **GOODWILL** FOR HOSTING!

### BUSINESS-LED WORKSHOPS

- Nordstrom
- Starbucks
- Chipotle

### SUPPORT LABS

- Resume building
- Job applications



# WORKFORCE INNOVATION & OPPORTUNITY ACT

JULY 1, 2018 - JUNE 30, 2019

## ADULT PROGRAMS

• Neighborhood House • TRAC Associates • Asian Counseling & Referral Service

514 enrolled 57 entered training 284 exits 223 placements 78.5% placement rate 19 credentials attained \$16.50 median wage

## DISLOCATED WORKER PROGRAMS

• Pacific Associates • TRAC Associates

494 enrolled 147 entered training 248 exits 204 placements 82.2% placement rate 67 credentials attained \$28.60 median wage

## YOUTH PROGRAMS

*In-School*  
116 enrolled  
\$14.71 median wage  
51 exits  
32 exits with credentials  
13 positive placements

• Boys & Girls Club of King County

*Out-of-School*  
373 enrolled  
\$15 median wage  
125 exits  
80 exits with credentials  
96 positive placements

• King County Employment & Education Resources  
• Seattle Goodwill Industries

## RAPID RESPONSE INCREASED EMPLOYMENT INITIATIVE

146 enrolled 73 entered training 101 exits 58 placements 19 credentials attained \$24.50 median wage

- Washington State Employment Security Department – *Process Improvement*
- King County Employment & Education Resources – *Process Improvement*
- Pacific Associates – *Layoff Aversion, Increased Employment*
- TRAC Associates – *Increased Employment*

## WORKSOURCE RAPID RESPONSE

18 WARN (Worker Adjustment and Retraining Notification Act) notices received

18 businesses contacted

15 businesses chose to have an informational presentation for affected employees

34 additional businesses contacted Rapid Response team around layoff activities and services for affected employees

• Pacific Associates

**LEARN MORE**  
about program goals  
& spending in the  
Program Year Guidebook  
([seakingwdc.org/  
guidebook](http://seakingwdc.org/guidebook))

## RESOURCE UPDATE

### SELF-SUFFICIENCY CALCULATOR

Earlier this year, the Self-Sufficiency Calculator ([thecalculator.org](http://thecalculator.org)) was updated to meet modern web standards and to upgrade the user interface, incorporating additional tips and context to improve the experience while retaining familiarity.



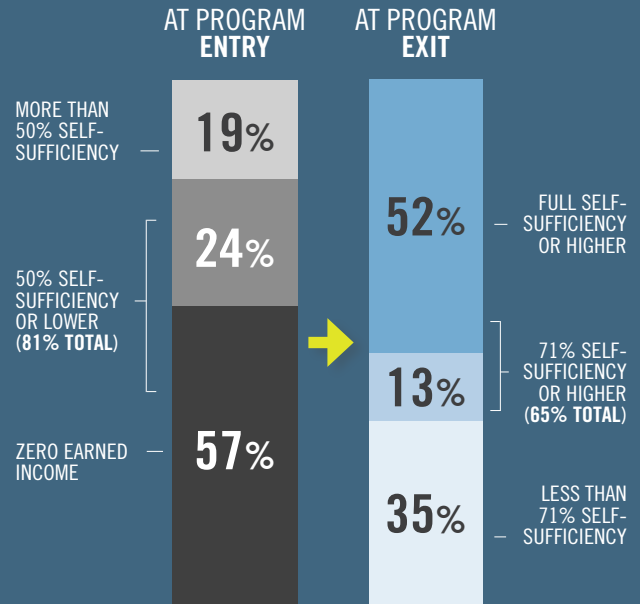
### BEYOND POVERTY - A STANDARD FOR SELF-SUFFICIENCY

The Self-Sufficiency Calculator is based on the Self-Sufficiency Standard, which incorporates a wide variety of national, state, and local data to determine individual cost of living and account for variation by geography and family composition.

The calculator integrates that information with basic budgeting, career and vocational planning, along with embedded information about work supports, such as food stamps or subsidized healthcare, to invite users and career counselors to plan, budget, explore, test, and determine next steps towards self-sufficiency.

*The data supporting the standard will be updated in 2020.*

### PROGRESS TOWARD SELF-SUFFICIENCY ADULT & DISLOCATED WORKER REPORTED INCOME - PY18 SEATTLE-KING COUNTY



### Opportunity to Succeed

**AHMAD** was released from prison in early summer of 2018. For several months he was unable to find work and experienced homelessness. Wherever Ahmad looked, he was told by employers they would not hire him due to his felony record.

In December 2018, Ahmad was enrolled as a Workforce Innovation & Opportunity Act (WIOA) adult program participant with TRAC Associates and began meeting with a career counselor once or twice a week, in addition to regular phone calls. After a few months of active, supported job search, Ahmad was hired in a part-time position in February 2019 and began attending school full-time at South Seattle College with a goal of a Bachelor's in Business Administration.

Between two part-time jobs, Ahmad now exceeds 150% self-sufficiency with a combined income of \$35 an hour. He was positively exited from WIOA in late March 2019. Ahmad is living with two roommates and is determined to pay off as much college tuition as possible by the time he graduates.



# COMPETITIVE GRANTS — JULY 1, 2018 - JUNE 30, 2019

## BANK OF AMERICA, YOUTH EMPLOYMENT

**24** internship (90-hour) completions

• Orion Industries

## BOEING NATIONAL DISLOCATED WORKER GRANT

**30** workers enrolled      **18** completed training      **13** employed after training

• Pacific Associates  
• TRAC Associates

## CAREER CONNECT SEATTLE-KING COUNTY

**11** registered youth apprentices

**565** youth internships

**277** youth employed or placed in post-secondary education

**4,583** youth developed a comprehensive career plan

**893** youth worked with an adult mentor

• Highline Public Schools  
• Seattle Public Schools  
• YMCA of Greater Seattle  
• Juma Ventures  
• Seattle Public Utilities

• King County Education & Employment Resources  
• Washington Association for Community Health  
• Finishing Trades Institute Northwest

• FareStart  
• Seattle Region Partnership  
• South Seattle College  
• Aerospace Joint Apprenticeship Committee

## COAR (CENTER FOR ONBOARDING & ADVANCEMENT IN RETAIL)

In partnership with Port Jobs and Starbucks, the Workforce Development Council of Seattle-King County brought together retail industry partners to better understand the hiring and staffing needs of employers. Meeting regularly, employers from retail, hospitality, and food service come together to share challenges and explore opportunities. This work is ongoing.

## JP MORGAN CHASE INDUSTRY STRATEGIES TEAM

The goal of this grant is to produce multiple, shared sector partnerships in three critical industries. Partnerships will create space for industry leaders to identify skills gaps, and work with education and workforce partners to develop needed talent and drive career pathway systems-building efforts in King County. This work is ongoing.

## DISABILITY EMPLOYMENT INITIATIVE

**373** served

**29** credentials earned

**37** training completions

**95** obtained employment

• Pacific Associates

## TICKET TO WORK

**108** total customers

**43** obtained employment

**29** credentials earned

**37** training completions

# COMPETITIVE GRANTS — JULY 1, 2018 - JUNE 30, 2019

## HEALTH WORKFORCE FOR THE FUTURE

*Cumulative outcomes, at the end of year five*

**649** enrolled **192** TANF enrolled **535** training enrollments **353** training completions

**264** employed  
in healthcare  
occupations

**\$19.43**  
average wage

- TRAC Associates, with subcontractors Neighborhood House & Pacific Associates
- Seattle College District, Highline College - *curriculum development and customized training cohorts for youth*
- UW Medicine - *Medical Assistant Apprenticeship with incumbent workers*
- Applied Inference - *local 3rd party evaluation*

## HEALTHCARE CAREER PATHWAYS

- TRAC Associates

**163** referrals to tuition assistance and career counseling since project inception in July 2015

## Upskill/Backfill: PROJECT CONNECT: ACCELERATED CAREERS IN MANUFACTURING

### Upskill

**255** upskill incumbent workers enrolled

**255** upskill training completions

### Backfill

**51** backfill training enrollments

**51** backfill training completions

- Lake Washington Institute of Technology
- Everett Community College, Corporate & Continuing Education
- Neighborhood House
- TRAC Associates

## Upskill/Backfill: CONSTRUCTION INDUSTRY BUILDING ENGINEERS

### Upskill

**86** upskill incumbent workers enrolled

**77** upskill training completions

### Backfill

**32** backfill training enrollments

**26** backfill training completions

- Emerald Cities Seattle, with subcontractor TRIO
- Associated General Contractors

## Upskill/Backfill: FOCUS ON HEALTHCARE EMPLOYER NEEDS

### Upskill

**27** upskill incumbent workers enrolled

**20** upskill training completions

### Backfill

**22** positions filled

- Neighborhood House
- Harborview Medical Center - *employer partner*

**LEARN MORE**  
*about program goals  
& spending in the  
Program Year Guidebook  
([seekingwdc.org/  
guidebook](http://seekingwdc.org/guidebook))*

# THANK YOU

## BOARD

Angela Stowell  
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FareStart

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*Area 2 Administrator*  
Division of Vocational  
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Washington State Department  
of Social & Health Services

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John Bowers, Secretary  
*Dean, Basic & Transitional  
Studies*  
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John Welch  
*Superintendent*  
Puget Sound Education Service  
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Union

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Acquisition & Inclusion*  
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People Officer*  
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*Owner/Operator*  
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Sharon Bias  
*Regional Administrator,  
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Region 2*  
Economic Services  
Administration, Department of  
Social & Health Services

Shefali McDermott  
*Director of Operations*  
Armoire

Dr. Shouan Pan  
*Chancellor*  
Seattle Colleges

Steve Johnson  
*Global Director for Amazon  
Associate Development*  
Amazon

Theo Martin  
*President*  
Island Soul LLC / NW Industrial  
Staffing

Tim McGann  
*Regional Director*  
Employment Security  
Department

Tom Peterson  
*Vice-President & General  
Manager*  
Hoffman Construction  
Company

Todd Dunnington  
*Chief Executive Officer*  
Skills, Inc.

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Administration, Department of  
Social and Health Services

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*Director of Residential  
Services*  
King County Housing  
Authority

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OneAmerica

Sheila Sebron  
*Veterans Advocate*  
Health Care for the Homeless  
Network Planning Council

Stephanie Moyes  
*Project/Program Manager*  
King County

Victor Kuo  
*Executive Director*  
Seattle Colleges

## STAFF

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*WorkSource System Director*

Bryan Pannell  
*Director of Performance &  
Sector Partnerships*

Cathy Wacker  
*Executive Assistant*

Elizabeth Unrath  
*Project Manager*

Emily Williams  
*Project Manager*

Jason Petrait  
*Project Manager - Board &  
Communications*

Jeff Sikora  
*Budget Manager*

Joe Taylor  
*Project Manager - Strategic  
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*Project Manager*

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*Chief Administrative Officer*

Marie Kurose  
*Chief Executive Officer*

Marta Kidane  
*Executive Assistant*

Michael Davie  
*Director of Programs*

Min Song  
*Interim Chief Operating  
Officer*

Radhika Baliga  
*Accountant*

Sean Morrin  
*Project Manager*

Vey Damneun  
*Data Analyst*

## SERVICE PROVIDERS

Aerospace Joint Apprenticeship  
Committee  
Applied Inference  
Apprenticeship & Non-traditional  
Employment for Women  
Associated General Contractors  
Asian Counseling & Referral  
Service  
Boys & Girls Club of King  
County  
Chinook Middle School  
Community Center for  
Education Results  
Data2Insight  
Emerald Cities Seattle  
Everett Community College  
FareStart  
Finishing Trades Institute  
Northwest  
Green River Community College  
Highline College  
Highline Public Schools  
Juma Ventures  
King County Aerospace Alliance  
King County Department of  
Adult & Juvenile Education  
King County Employment &  
Education Resources  
King County Superior Court  
Lake Washington Institute of  
Technology  
Neighborhood House  
North Seattle College  
Orion Industries  
Pacific Associates  
Port Jobs  
Puget Sound Educational  
Services District  
Renton Technical College  
Seattle College District  
Seattle Education Access  
Seattle Goodwill Industries  
Seattle Jobs Initiative  
Seattle Public Schools  
Seattle Public Utilities  
Seattle Region Partnership  
South Seattle College  
TRAC Associates  
TRIO  
Tye High School  
Urban League of  
Metropolitan Seattle  
Washington Association for  
Community Health  
Washington State Department  
of Employment Security  
YMCA of Greater Seattle  
YWCA Seattle | King | Snohomish

IN PARTNERSHIP WITH OUR CHIEF LOCAL ELECTED  
OFFICIALS & REPRESENTATIVES, INCLUDING MAYOR  
JENNY DURKAN & EXECUTIVE DOW CONSTANTINE